



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

October 7, 2008

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

APPROVAL OF REVISED COUNTY SECURITY PROGRAM (ALL DISTRICTS - 3 VOTES)

SUBJECT

This letter recommends approval of an updated County Executive Security Program to increase the safety and security of covered County executives and other County staff, and to ensure program compliance with applicable Internal Revenue Service regulations. The letter recommends specific participants in the two levels of the Security Program, as well as appropriate security provisions for each level.

IT IS RECOMMENDED THAT YOUR BOARD, AFTER THE PUBLIC HEARING:

- 1) Approve the Executive Security Program as recommended by the Chief Executive Officer, based on a study conducted by a security consulting firm, in order to enhance the safety and security of County executives and other County staff, and delegate to the Chief Executive Officer the authority to implement the various provisions and make necessary adjustments based upon actual security incidents after advising your Board.
- 2) Introduce, waive reading, and place on your Board's agenda for adoption, an ordinance amending Chapter 5.12.200 of Title 5 – Personnel of the Los Angeles County Code consistent with the revised Executive Security Program.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Executive Security Program (ESP) applicable to elected officials and certain department heads was adopted by the Board of Supervisors in 1986. The ESP adopted at that time included two security levels:

- Level I including all elected officials, the Chief Executive Officer (CEO), and County Counsel; and
- Level II including 18 department heads.

"To Enrich Lives Through Effective And Caring Service"

***Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only***

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

Among various other security provisions pertaining to workplace and home security, these participants can lease a vehicle from the County and use their Transportation Allowance to pay the monthly lease, or forego the allowance and have an assigned vehicle. All other department heads are included in the County Transportation Program (CTP), established shortly after the ESP. These department heads may either take the allowance and provide their own transportation, or forego the allowance and have an assigned vehicle. Since adoption of the programs, the overall provisions have not been updated or reviewed for consistency with existing County Codes, the original intent of the programs or applicable IRS regulations.

In February 2007, this Office released a Request for Statement of Qualifications to identify security firms capable of providing the County with a detailed analysis of its current ESP, including recommendations to improve and/or modify the ESP consistent with an independent security study as required by the Internal Revenue Service (IRS). We selected The Talon Companies (Talon) for the engagement. All participants in the ESP and the CTP were subject to security assessments by the vendor.

Talon provided a final report containing specific findings, written procedures, recommendations, and mitigation strategies compliant with all applicable IRS regulations. Based on our analysis of the report, we have deleted confidential elements, and included those recommendations with which we concur (some slightly modified), resulting in the attached recommended ESP. Our recommendations include recommended security levels and available security provisions for participants.

Key recommendations are summarized under "Facts and Provisions/Legal Requirements," below, and detailed in the attached.

Implementation of Strategic Plan Goals

The recommended Board action is consistent with the Strategic Plan Goal of Workforce Excellence, to enhance the quality and productivity of the County workforce, by increasing the safety of the participants and ensuring program compliance with applicable IRS regulations.

FISCAL IMPACT/FINANCING

Based on your Board's approval of the recommended ESP, this Office's Office of Security Management (OSM), in conjunction with allied security operations, will develop a phased implementation plan and will include appropriate funding recommendations as part of the annual budget process.

Consistent with current practice, all security provisions for Level I participants will be funded by the County and any cost increase should be nominal. Recommended residence-related security provisions for Level II participants are proposed to be largely borne by the participant, unless a particular participant is deemed to bear an unusually significant security threat or

exposure. Please note that we are recommending the current practice of allowing Level I and Level II participants to lease a vehicle from the County, dedicating their transportation allowance towards the monthly lease, be continued.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Examples of Key Recommendations

Regarding assignment of elected officials and department heads to the ESP and CTP:

- Membership of Level I of the ESP should to be limited to elected officials and the CEO.
- Membership in Level II should include 23 department heads and the Chief Medical Examiner-Coroner (see attached), the Chief Deputy CEO, Deputy CEOs, and the Chief Deputy for each respective Board Office.
- Membership in the CTP should include the remaining 11 department heads, the Director of the Arts Commission, and the Chief Executive Officer, LACERA.

These recommended assignments were made based upon the nature of the jobs, their visibility and exposure, and actual recorded security incidents or threats. We will continue to review membership in the ESP and CTP, based upon incidents, experiences, and trends. Via an amendment to County Code Section 5.12.200 (Security Program), we are proposing that your Board delegate to the CEO the authority to implement various provisions and make necessary adjustments, including moving participants to appropriate security levels based on experience, after advising your Board of such actions. The recommended action will allow this Office to react quickly to changing circumstances and heightened security threats to participants.

Among the security provisions recommended for the two security levels are the following:

- Provisions recommended for both levels:
 - Full sized vehicle;
 - Residential alarm system;
 - Protective external and internal lighting at residence;
 - Residential security vulnerability survey of residence a minimum of every 5 years or each residence move; and
 - A Peace Officer Standards and Training (POST) certified dignitary protection course, including driving training, should be attended at least once by participants.
- Provisions recommended for Level I only:
 - Designated response teams to office alarms; residence alarms should be referred to local law enforcement response;
 - Background check of domestic employees; and
 - Armed and trained driver (except CEO).

Other recommendations include:

- Centralize written security incident reports within OSM to enhance tracking of such incidents. These reports pertain to workplace violence, threats, and crimes against County employees. The recommended action will help identify security trends and streamline management and accountability of ESP.
- Re-emphasize to County employees to publicly display County identification in County buildings. Use very specific training measures or discipline when an employee does not exhibit identification.
- Centralize control of contract security guards under the Office of Public Safety in County facilities, including defining post orders, scope of work, and quality of personnel.
- Revise the Security Operations Unit Manual for accuracy and verify that appropriate Sheriff's Department approvals and other appropriate County approvals are obtained, as well as the finished product dated.
- Strengthen the communication between OSM and the Executive Officer of the Board pertaining to threats, emergency conditions, disasters, etc. OSM should be the central repository of updates, case status, data, and the coordinator of threat assessments and use of additional protection, if necessary.
- Lock remote entrances to buildings to control unauthorized entrance into buildings, especially the Kenneth Hahn Hall of Administration. The doors that are available to non-County employees should employ screening processes to determine visitors' names and reason for admittance. Any floor, except the "public access" floors, should require a visitor pass after verification of an appointment.

The accompanying Ordinance amendment has been approved as to form by County Counsel.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:ES:MKZ
VLA:pg

Attachment

c: All Department Heads

EXECUTIVE SECURITY PROGRAM

The overall Chief Executive Office (CEO) recommendation, based on the study conducted by The Talon Companies and further outlined below, is to centralize written security incident reports within the Office of Security Management (OSM) to enhance tracking of such incidents. These reports pertain to workplace violence, threats and crimes against County employees. The recommended action will help identify security trends and streamline management and accountability of the Executive Security Program (ESP). The objectives are to increase safety of the participants and other County staff and ensure program compliance with applicable IRS regulations.

The CEO will continue to review the Executive Security Program and the County Transportation Program (CTP), as applicable, based upon incidents, experiences and trends. The CEO may move participants to different security levels based on this ongoing review with immediate notification to the Board of such actions. Below is a list of specific ESP recommendations, followed by recommended **Security Levels** (and attendant participants) and **Security Provisions** (for the different levels).

ESP Recommendations:

1. Develop an on-going written communication with all participants in ESP and County Transportation Program (CTP) to: 1) share specific information pertaining to threats to participants; 2) share trending of Office of Security Management (OSM)-recorded events; 3) remind participants about vigilance to their own situation and provide tips for enhanced security; and 4) provide reminder of resources available to participants including names, email addresses, and telephone numbers. (This communication should not include specifics about individual on-going threats or related issues to be litigated).
2. Re-emphasize to County employees to publicly display County identification in County buildings. Use very specific training measures or discipline when an employee does not exhibit identification.
3. Develop policies, procedures, and training for receptionists and administrative personnel that include basic security concepts, screening of visitors, and management of aggressive behavior.
4. Centralize control of Contract Security Guards under the Office of Public Safety in County facilities including defining post orders, scope of work, and quality of personnel.
5. Develop a specific protocol including contact provisions for the Executive Officer, Board of Supervisors (BOS) to contact Board members in case of emergencies.
6. Revise the BOS Emergency Evacuation Procedures Manual to update procedures and include approvals and dates of revision. Revise the Manual annually.
7. Revise the Security Operations Unit (SOU) Manual for accuracy and verifying that appropriate Sheriff's Department approvals and other appropriate County approvals are obtained as well as the finished product dated.
8. Conduct an annual threat/risk vulnerability study and a subsequent review of the ESP to determine if the Program requires modifications. Such annual review will enable the County to make the appropriate administrative and operational changes on a timely basis. Additionally, since security/threat conditions are in flux, it is recommended that modification

to County premises and individual residences be reviewed annually to ensure continued compliance with IRS regulation 1.132-5.

9. Strengthen the communication between OSM and the Executive Officer, BOS, pertaining to threats, emergency conditions, disasters, etc. OSM should be the central repository of updates, case status, data, and the coordinator of threat assessments and use of additional protection if necessary.
10. Develop a policy directing that OSM coordinate all threat assessments.
11. Re-emphasize in a written communication for all County employees that OSM is the primary reference point for workplace violence, threats, and crimes against County employees including those involved in the ESP. *Nothing in the policy should interfere with reporting a true emergency to local law enforcement or impede individual efforts of ESP member's personal protective service.*
12. As part of this previously noted written communication, emphasize to all applicable parties the importance of completing a Security Incident Report. Notification via telephone and generating a Security Incident Report should be mandatory.
13. Emphasize to SOU that when a threat issue/crime situation is alleged and/or in every instance of threat evaluation or response, a written Security Incident Report shall be completed and forwarded to OSM.
14. Develop a procedure that enables reports of threats and adverse incidents be electronically sent to OSM so that a periodic report can be produced to indicate and track changes to ESP and the CTP as the programs evolve.
15. Direct that duress alarm activations shall be reported to OSM via a Security Incident Report.
16. Add "any crime" to the definition of when a Security Incident Report is generated.
17. Immediately remove identification signs from Supervisors' and other executives parking places in parking lots. Other identification can be used for this purpose.
18. Lock remote entrances to buildings to control unauthorized entrance into buildings, especially the Kenneth Hahn Hall of Administration (HOA). The doors that are available to non-County employees should employ screening processes to determine visitors' name and reason for admittance. Any floor except the "public access" floors should require a visitors pass after verification of an appointment.
19. Establish concise security protocols for ESP office suites that are rational and are based on a balance of service to the public and protection of County employees.
20. Establish a response protocol for duress alarms in the HOA and other County Buildings. The protocol should include but not be limited to designation of the responding entities; communication between responders; and training for responses that include an occasional drill.

SECURITY LEVELS

LEVEL 1	LEVEL 2	TRANSPORTATION PROGRAM
Assessor	Affirmative Action Compliance Officer	Chief Executive Officer, LACERA
Board of Supervisors	Agricultural Commissioner/Director of Weights and Measures	Chief Information Officer
Chief Executive Officer	Alternate Public Defender	County Librarian
District Attorney	Auditor-Controller	Director, Arts Commission
Sheriff	Chief Deputy, CEO	Director, Beaches and Harbors
	Chief Deputies, Board of Supervisors	Director, Community and Senior Services
	Chief Medical Examiner-Coroner	Director, Consumer Affairs
	Chief Probation Officer	Director, Internal Services
	County Counsel	Director, Military and Veterans Affairs
	Deputy Chief Executive Officers	Director, Museum of Art
	Director, Animal Care and Control	Director, Museum of Natural History
	Director, Children and Family Services	Director, Parks and Recreation
	Director, Child Support Service	Director, Regional Planning
	Director, Coroner's Department	
	Director, Health Services	
	Director, Mental Health	
	Director of Personnel	
	Director, Public Health	
	Director, Public Social Services	
	Director, Public Works	
	Executive Director, Human Relations Commission	
	Executive Officer, Board of Supervisors	
	Fire Chief	
	Ombudsman	
	Treasurer and Tax Collector	
	Public Defender	
	Registrar-Recorder/County Clerk	

SECURITY PROVISIONS

*Please note that provisions reflected in **bold** are unique to Level 1.

LEVEL 1	LEVEL 2	TRANSPORTATION PROGRAM
Full sized vehicle	Full sized vehicle	Full sized vehicle or transportation allowance (\$525)
Residential alarm system with duress alarm buttons to the County Security Control Center, L.A. County Police.	Residential alarm system with duress alarm buttons to the County Security Control Center, L.A. County Police.	
County "hotline" telephone from residence to County Security Control Center.	County "hotline" telephone from residence to County Security Control Center.	
License plates registered to a non-residence location.	License plates registered to a non-residence location.	
A POST certified dignitary protection course should be attended at least once by participant or driver.	A POST certified dignitary protection course should be attended at least once by participant.	
Armed and trained driver.	Security vulnerability survey of office space and installation of appropriate access control.	
Driver should receive annual refresher training in dignitary protection.	Protective external and internal lighting at residence.	
Security vulnerability survey of office space and installation of appropriate access control.	Dead bolts on all residence external doors.	
Protective external and internal lighting at residence.	Residential security vulnerability survey of residence a minimum of every 5 years or each residence move.	
Designated response teams to office alarms. Residence alarms should be referred to local law enforcement response.	Residential fuse and switches (external) should be locked.	
On an individual basis the following may be recommended including a) watch dog at residence; b) bullet resistant barriers in offices and Board Room; and c) enhanced bodyguard service for local and distance travel.	Viewing glasses installed on all residential outside doors.	
Background check of domestic employees.	Executive assistant and receptionist.	
Duress, panic, alarm buttons connected to County Security		

LEVEL 1	LEVEL 2	TRANSPORTATION PROGRAM
Control Center for Principal.		
Executive assistant and receptionist.		
Dead bolts on all residence external doors.		
Residential fuse and switches (external) should be locked.		
Viewing glasses installed on all residential outside doors.		
Residential security vulnerability survey of residence a minimum of every 5 years or each residence move.		